DCIPS
DEFENSE CIVILIAN INTELLIGENCE PERSONNEL SYSTEM

Defense Civilian Intelligence Personnel System

Executive and Senior Leader Desk Side Overview Briefing

NICCP
NATIONAL INTELLIGENCE CIVILIAN COMPENSATION PROGRAM

Purpose

- To provide Army Leaders a common understanding on the Defense Civilian Intelligence Personnel System (DCIPS)

Overview

- DCIPS implementation is a coordinated effort between DoD's National Security Personnel System (NSPS) and ODNI's Pay Modernization efforts
- DCIPS delivers a common competitive, pay-for-performance system for all DoD Intelligence Components
- DCIPS incorporates all DoD civilians within the Intelligence Community under a single, performance-based, pay banded mission focused management system that furthers the goals of both the ODNI and DoD

IC Pay Modernization Relationships

Policy & Funding

United States Intelligence Community

IC Pay Modernization Effort

NICCP
NATIONAL INTELLIGENCE CIVILIAN COMPENSATION PROGRAM

Implementation and Execution

Organization	Who*	Program
Defense Intelligence Components**	All IC Civilians	DCIPS DEFENSE CIVILIAN INTELLIGENCE PERSONNEL SYSTEM
Central Intelligence Agency	All IC Employees	PAY MODERNIZATION
Department of Homeland Security	Intelligence Analysts	NICCP NATIONAL INTELLIGENCE CIVILIAN COMPENSATION PROGRAM
Federal Bureau of Investigation	Intelligence Analysts	NICCP NATIONAL INTELLIGENCE CIVILIAN COMPENSATION PROGRAM
Office of the Director of National Intelligence	All IC Employees	NICCP NATIONAL INTELLIGENCE CIVILIAN COMPENSATION PROGRAM

* Applies to GS-15 employees and below; excludes senior executives and wage grade employees.
** Also including military intelligence program (MIP) funding

DCIPS: Authorities and Background

- Title 10, United States Code (1601-1614)
  - Authority to hire, develop, and retain a diverse, versatile, and highly qualified workforce to perform both the Defense and National Intelligence missions
- Legislation passed in October 1996
  - SECDEF authorized to establish a personnel system to meet the needs of the Defense Intelligence Community
- DCIPS is being developed in coordination with:
  - Office of Director of National Intelligence (ODNI)
  - Under Secretary of Defense Intelligence (USDI)
  - DoD's National Security Personnel System PEO
- DCIPS delivers a common competitive, pay-for-performance personnel system for all DoD Intelligence Components

How can Leaders support?

- DCIPS is here to stay
- You are the most important change agent
- You are responsible for implementing DCIPS in your organization
- Workforce acceptance requires trust in leadership

We need your commitment to successfully implement and administer DCIPS!

Army DCIPS Implementation Timeline

Army Beta Group (Army G-2)	
Event	**Timeline**
Convert to DCIPS Performance Management Process (Test group/Lesson's Learned)	1 April - 18 July 2009
Convert to New Annual DCIPS Performance Management Cycle	**19 July 2009 - 30 September 2010**
Conversion to Pay Bands and Within Grade Increase (WGI) Buy-In	**19 July 2009**
Pay Pool Deliberations	November 2010
Performance Payouts	January 2011
Communication and Training	On-Going

Army Non-Beta Group	
Event	**Timeline**
Convert to New Annual DCIPS Performance Management Cycle	**19 July 2009 - 30 September 2010**
Conversion to Pay Bands and Within Grade Increase (WGI) Buy-In	**19 July 2009**
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Performance Management

DCIPS Performance Management: Key Roles and Responsibilities

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Employee

- Rater to establish objectives and IDP
- Tracks and records accomplishments
- Maintains continuous performance dialogue w/supervisor
- Understands link between objectives and organization's mission
- Accepts accountability for actions

Rater
1st Level Supervisor

- employee to establish objectives linked to organization's mission
- Provides continuous performance feedback to employees
- Recognizes excellent performance
- Addresses poor performance
- Holds employees accountable for accomplishments

Reviewer
2nd Level Supervisor

- timely
- Ensures proper training
- Reviews and approves employees' performance plans
- Ensures Raters are providing continuous feedback to employees
- Ensures consistency in the application of performance standards among Raters
- Reviews, approves/adjust final ratings before presentation to employee
- Participates in higher-level reviews

erformance Review Authority

- in the application of the DCIPS performance management process
- Resolves employee requests for reconsideration

DCIPS: Four Major Components

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Performance Management

- Performance management is at the heart of our pay for performance system.
- Moving away from Total Army Performance Evaluation System (TAPES) will enhance our current performance

Pay Bands and Work Structure

- Employees will be converted and appointed into one of 5 pay bands based upon their work category and work level and current General Schedule series grade and step.
- DCIPS changes the way we staff positions from a GS focus to Pay Bands.
- Promotions are less frequent given that there are 5 pay bands, compared to 15 grades in the General Schedule.
- DCIPS affords greater portability between DoD components

Pay Pools

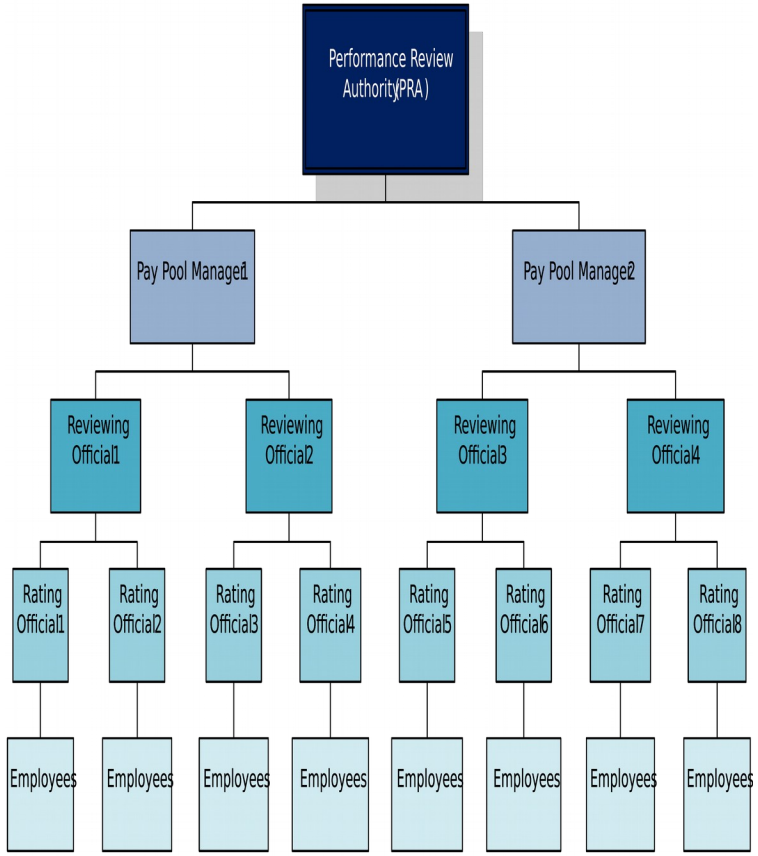
- Performance ratings will support pay decisions in organizational pay pools.
- Establishes Command Pay Pool PRA

Staffing/ Promotions

DCIPS Performance Management Building Blocks

Key Roles

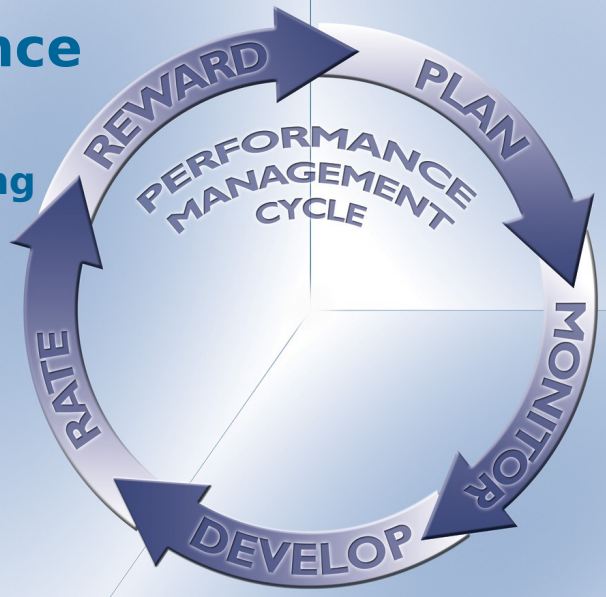
- **Performance Management & Pay Pool Performance Review Authority (PRA)**
  - A senior executive or board of executives within the chain of command who provides oversight of the performance rating and pay pool process. Pay pool managers may be part of the PRA
- **Pay pool manager**
  - The individual designated to manage the pay pool and ensure consistency in performance-based payouts
- **Reviewing official**
  - An authority in the rating official's direct chain of command established to assess supervisors' preliminary performance ratings for consistency and adherence to standards for rating performance
- **Rating official**
  - The official in the employee's chain of command, generally the manager or supervisor, responsible for conducting the performance management process with an employee
- **Employees**
  - A person employed in an Army DCIPS position who performs work and receives an evaluation of his or her performance



Performance Management Phases and Activities

Evaluate Performance

Reach shared understanding and acknowledgement of organization goals and achievements.



Plan Performance

Manage Performance

Performance Management Path
Performance Appraisal Application (PAA) is the automated tool in support of DCIPS

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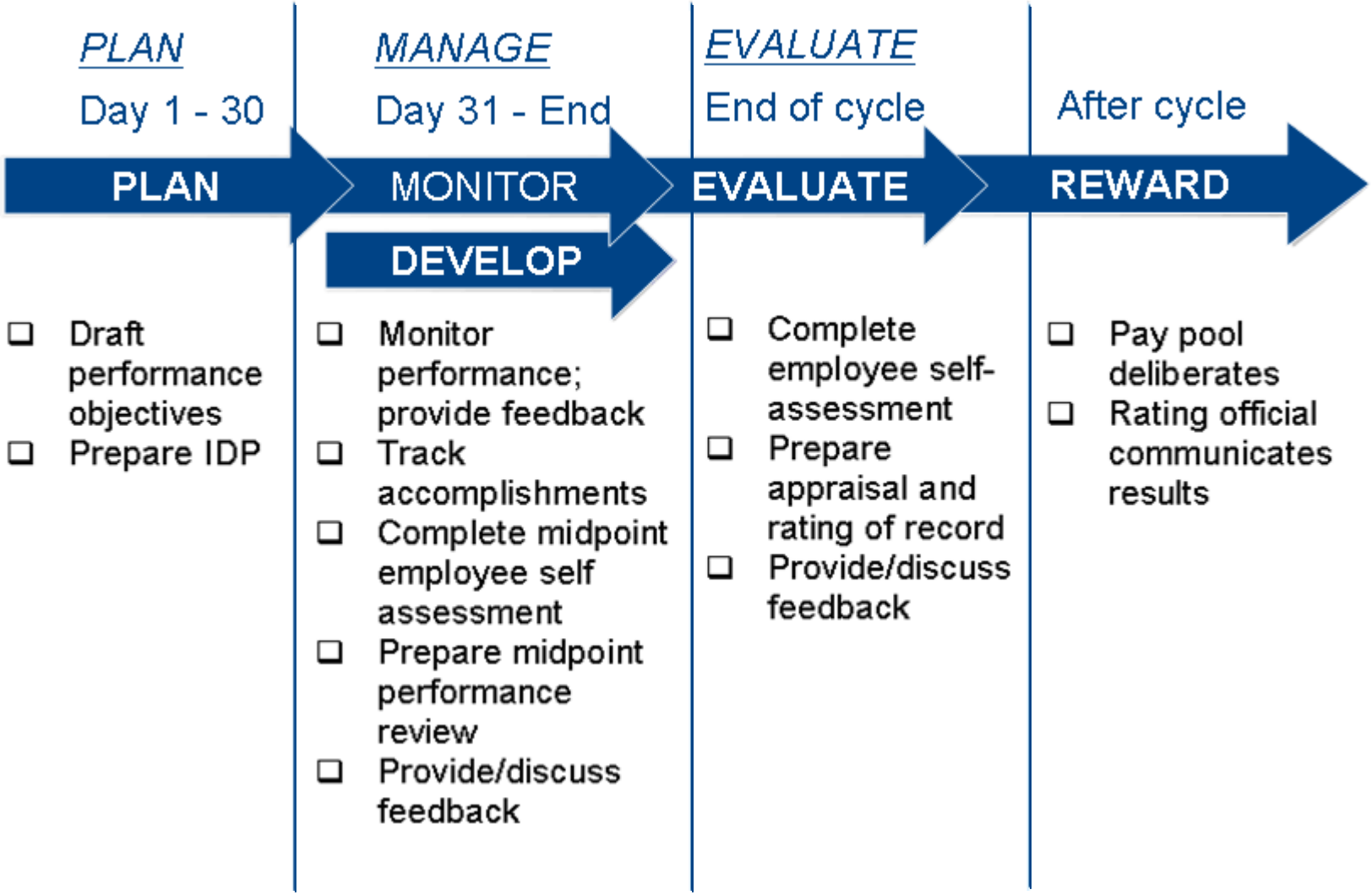

Performance Management: Performance Objectives and Elements
Intelligence Community Directive Number 651

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Performance Objectives

Measures WHAT the employee is expected to accomplish

Specific to Position

- Between three and six results-oriented objectives using the SMART framework
  - Specific
  - Measurable
  - Achievable
  - Relevant
  - Time-bound
- Aligns employee's objectives to the strategic goals and objectives of the organization
- Written to your position
- Achievable within the rating period
- Rating of "1" on any objective results in an overall rating of "1" of "unacceptable"

Performance Elements

Measures HOW the employee completes their objectives

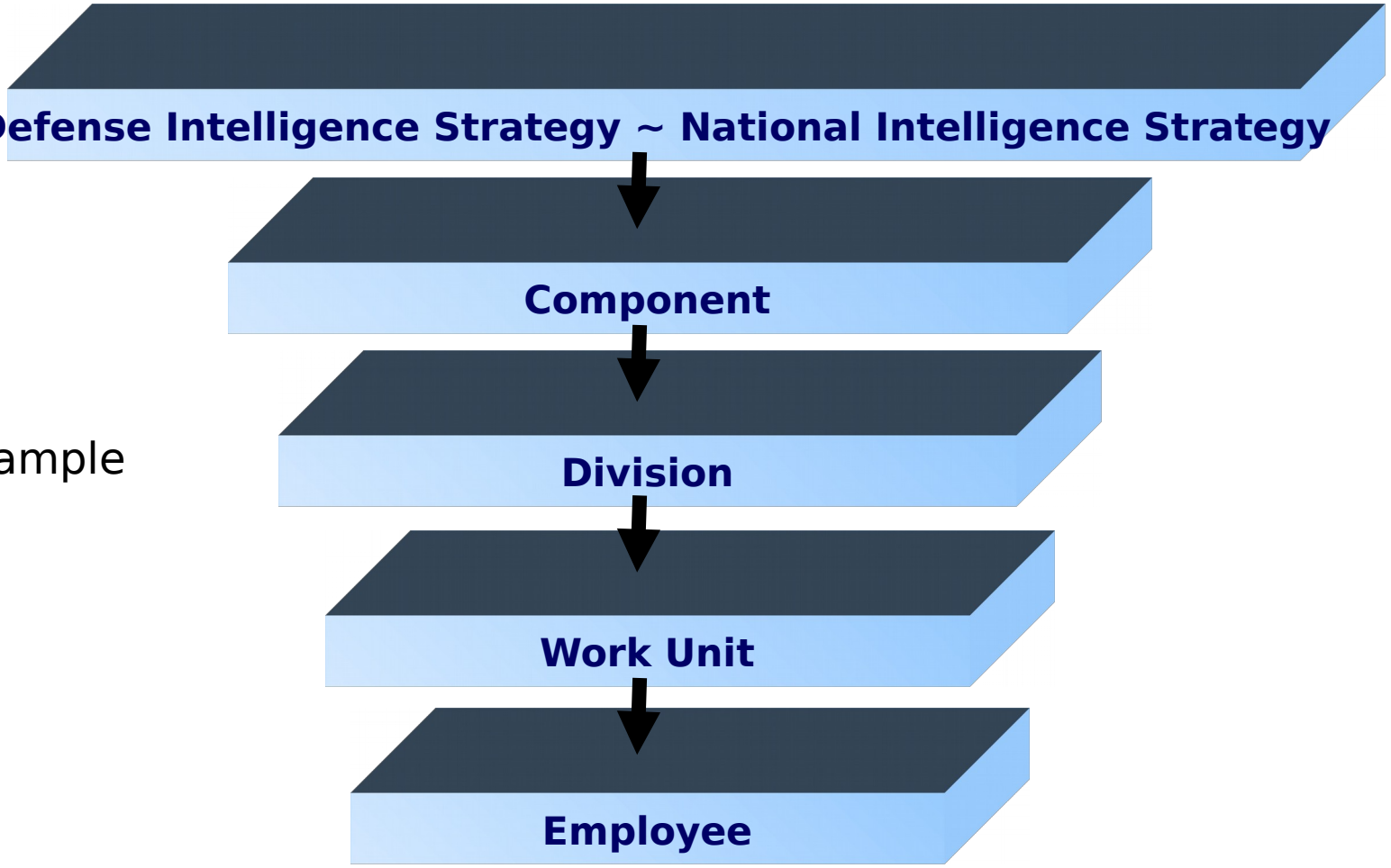
Core for all Employees

- Accountability for Results
- Communication
- Critical Thinking
- Engagement and Collaboration

Non-Supervisors	Managers/ Supervisors
▪ Personal Leadership and Integrity ▪ Technical Expertise	▪ Leadership and Integrity ▪ Managerial Proficiency

Cascading Objectives From Strategic Plans or Organizational Goals

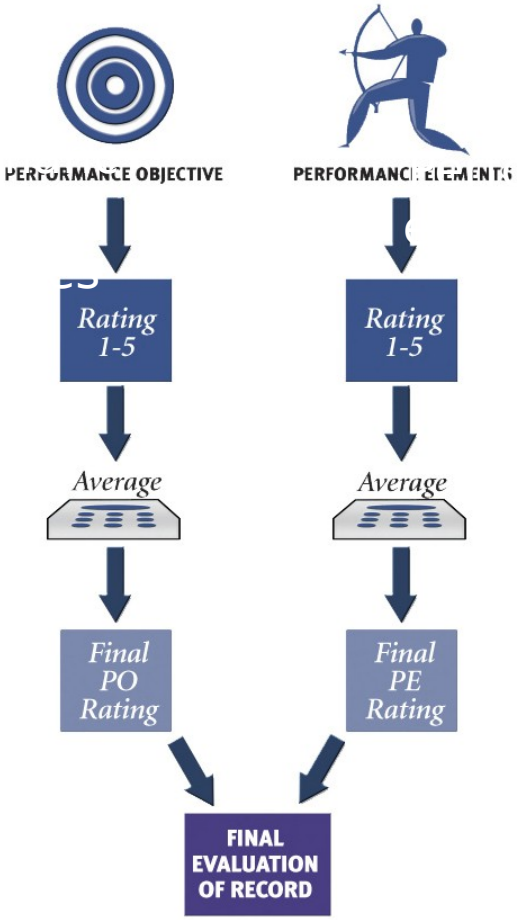
Example



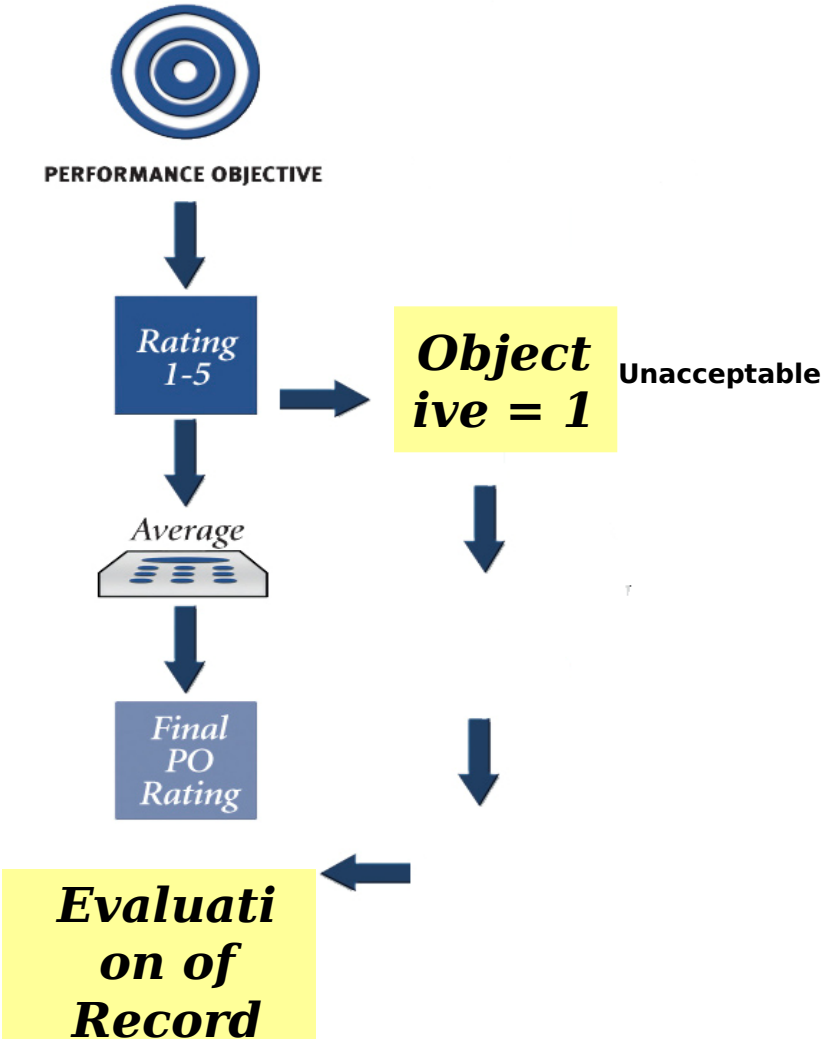
Evaluation Process

Rating Performance in DCIPS

Performance is rated by assessing accomplishments against:

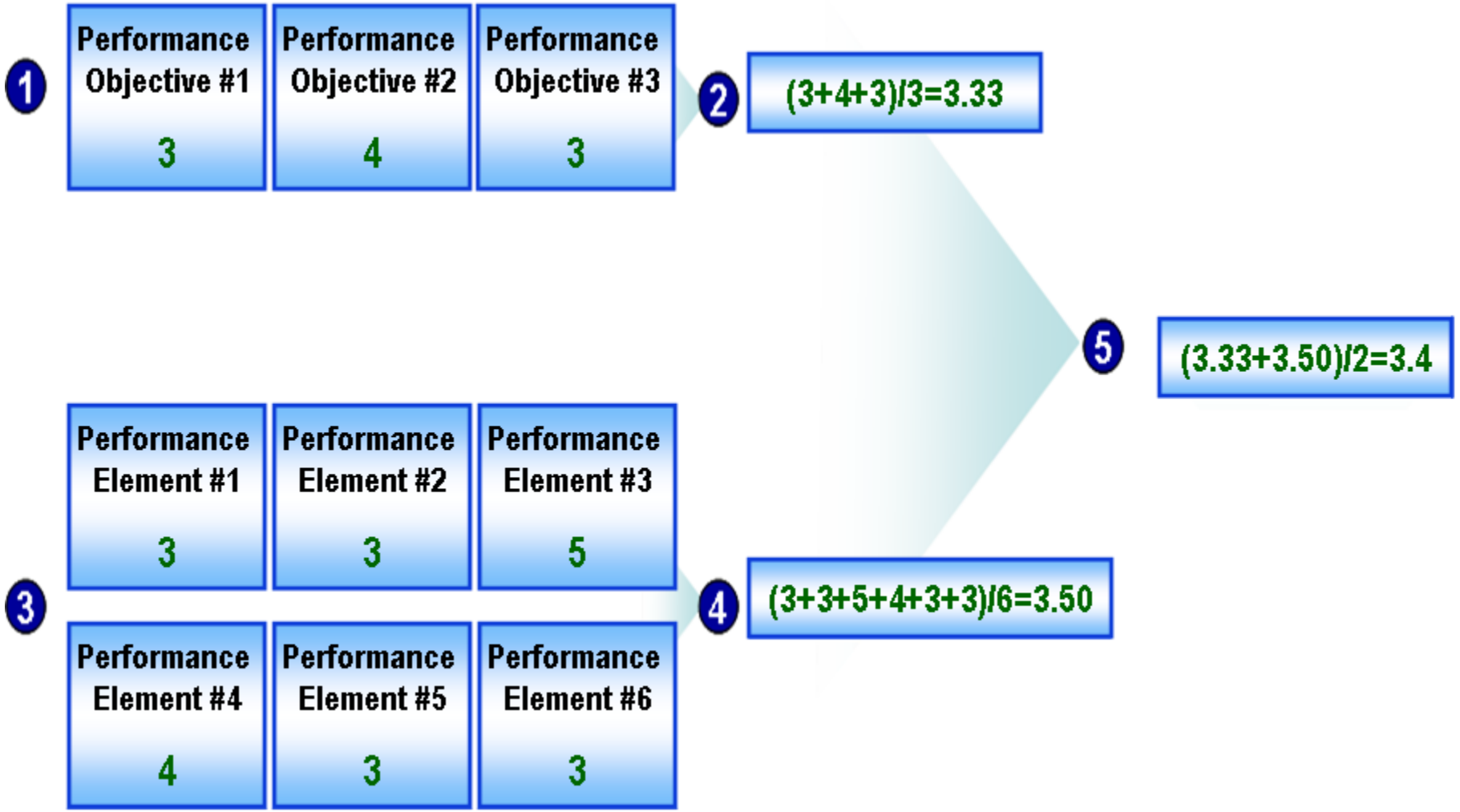


Rating Performance Objectives



Rating Performance Elements

Calculating Overall Evaluation of Record



Determine the Recommended Overall Evaluation of Record

- Calculate the average of the overall performance objectives rating and the performance elements rating.
- Round the result as shown below:

Average Rating Range	Evaluation of Record Descriptor
4.6 to 5.0	Outstanding
3.6 to 4.5	Excellent
2.6 to 3.5	**Successful**
2.0 to 2.5	Minimally Successful
1 on any objective	Unacceptable

Payout Eligibility

Eligibility for Performance Based Pay and Local Market Supplements

Overall Performance Rating	Local Market Supplement* (*Based upon locality pay regions)	General Pay Increase Floor* (*Paid through Pay Pool Process)	Performance Payout (Base Pay Increases and Bonus)
5 **Outstanding**	**Yes**	**Yes**	**Yes**
4 **Excellent**	**Yes**	**Yes**	**Yes**
3 **Successful**	**Yes**	**Yes**	**Yes**
2 **Minimally Successful**	**Yes**	**Range % based upon USD(I) guidance**	**No**
1 **Unacceptable**	**No**	**No**	**No**

Individual Development Plans

- **Develop IDP:** Reach agreement on growth objectives.
- **Formal Midpoint Performance Review:** Address progress against the IDP.
- **Year-end performance evaluation:** Review progress against the IDP.
- **Resources:** Ensure that employees have access to resources that contribute to their success and achievement of objectives.

DCIPS Occupational Structure

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ODNI Mission Categories

Mission Management
Collection & Operations
Processing & Exploitation
Enterprise Management & Support
Analysis & Production
Research & Technology
Enterprise Information Technology

ODNI Work Categories

Supervision/Management – 3 Levels
Professional – 4 Levels
Technician/Admin Support – 3 Levels

Component-Specific Occupational Groups

ODNI Work Levels

Level 1 = Entry/Developmental
Level 2 = Full Performance
Level 3 = Senior
Level 4 = Expert

Component-Specific Job Titles/Work Roles

DCIPS Pay Bands, Base Pay 2009

Does not include Local Market Supplement (LMS)

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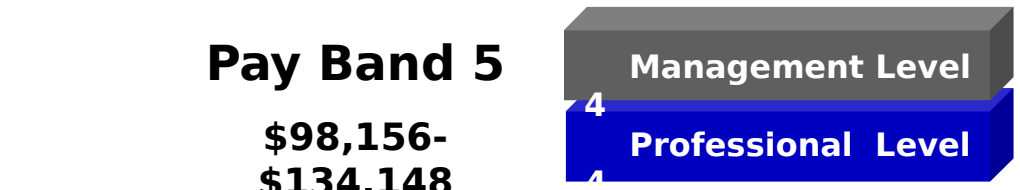


Pay Band 5

$98,156-
$134,148

Mid Point $116,152

Pay Band 4

$70,615-
$114,047

Mid Point $92,331

Pay Band 3

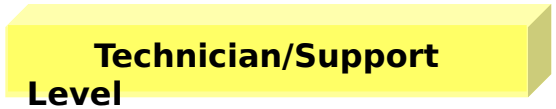
$49,544-
$96,509

Mid Point $73,027

Pay Band 2

$33,477-
$61,628

Mid Point $47,553



Pay Band 1

$17,540 -
$45,753

Mid Point $31,647

DCIPS Pay Band and Military Grade Equivalency

As Army converts to DCIPS pay bands, the current GG grades and military grade equivalencies must be changed to accommodate the establishment of the five pay bands.

- DCIPS Band 5 O-6
- DCIPS Band 4 O-5
- DCIPS Band 3 O-4
- DCIPS Band 2 O-3
- DCIPS Band 1 O-2

What's Changing with Performance Management?

Detail	Today	DCIPS
Rating Cycle	▪ **Varies**	▪ **Fiscal Year: 1 October – 30 September** ▪ ***14.5 month rating cycle upon conversion**
Assessing Performance	▪ **Varies from Individualized, performance objectives to job duties/task lists**	▪ **Individualized performance objectives** ▪ **Standardized performance elements** ▪ **Equally weighted**
Rating Scale	▪ **TAPES 1 - 5**	▪ **5 level rating scale for objectives and performance elements**
Levels of Review	▪ **Varies – Primarily Three Levels**	▪ **Rater and Reviewer and PRA Oversight**
Relation to Pay	▪ **Considered for promotion and award/bonus purposes**	▪ **Informs pay and incentive decisions**

Performance Management General Rules

Requirements:

- The minimum period of performance is 90 days.

Special Situations:

- If an employee starts a job with less than 90 days to perform, the additional days are added to the upcoming cycle.
- A closeout performance evaluation is issued if an employee changes positions or rating officials during the cycle and works for at least 90 days in the position.

DCIPS and NSPS: A Comparison

	DCIPS	NSPS
Performance Management		
Rating Cycle	**Fiscal Year**	**Same**
Rating Elements	**Performance Objectives (what), Performance Elements (how)**	**Performance Objectives (What), Contributing Factors (How)**
Rating Scale	**1 - 5 for each objective and performance element**	**1 - 5 for each objective, +/- for each contributing factor**
Employee Rating	**Established by Rater and approved by Reviewer(s)**	**Established by Pay Pool**
Pay Administration		
Pay Pool Process	**Annual consideration for base pay and bonuses**	**Same**
Payout	**Employee payout in early January**	**Same**
Pay Structure	**Common pay band structure for all occupations aligned to work categories/levels**	**4 occupationally based career groups with 15 unique pay band structures**
Occupational Structure		
Structure	**Component specific job titles aligned to common work categories/levels**	**DoD wide job titles aligned to 4 occupationally-based career groups**

Preparing for and Sustaining DCIPS: DCIPS Training Curriculum

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	HR	Employees	Managers/ Supervisors	Notes
DCIPS 101	✓	✓	✓	1 hour web course
DONE! DCIPS Pay Pools, Performance, and You	✓	✓	✓	1 hour web course
DONE! *iSuccess* for DCIPS	✓	✓	✓	1 hour web course
DONE! Core Elements of DCIPS	✓	✓	✓	4 hour training session
DONE! HR Elements for HR Practitioners	✓	✓	✓	2 day training session
DONE! DCIPS Compensation Fundamentals (Currently presenting this course)	✓	✓	✓	8 hour training session
Data Administrator Training (Currently presenting this course)	✓			4 hour training session for Pay Pool Advisors
DONE! Compensation Analyst Development Training	✓			Three-week curriculum for Compensation Analysts
DONE! Understanding Performance Management for Employees	✓	✓	✓	8 hour training session
DONE! Managing Performance			✓	2 day training session
DONE! Managing Performance & Building SMART Objectives	✓	✓	✓	2 day training session
DONE! SMART Objectives Workshop	✓	✓	✓	2 hour workshop
DONE! Driving Performance Through Dialogue	✓	✓	✓	4 hour training course
DONE! Pay Pools in Action	✓		(If Pay Pool Members)	2.5 days (includes simulation exercise)
DONE! Preparing Your Organization for Pay Pools	✓	✓	✓	2 or 4 hour workshop

Pay Pool Process

How Does the Pay Pool Process Work?

DCIPS Concept	Details
Pay Pool Structure	▪ **Developed along organizational or occupational lines (25-200 employees)**
Pay Pool Function	▪ **Ensure compensation decisions are fair and consistent** ▪ **Determine employee basic pay increases and bonuses**
Promotion	▪ **Movement from one pay band to another based upon increased level of work or scope of responsibility** ▪ **Determined separately from pay pool process**
Pay Pool Budget	▪ **Funding derived from within-grade increases, portion of promotion/award funding, quality step increases, and general pay increases** ▪ **Pay pool allocations are based on the salaries of employees in the pay pool** ▪ **Additional funds may be allocated based on strategic priorities or mission**
Pay Pool Support	▪ **Training and automated tools will be provided to support the process** ▪ **Mock Pay Pools will be conducted**

Pay Pool Process

Pay

- Reach shared understanding of performance standards and acknowledgement of the organization goals/achievements.
- Make and review final payout determinations for salary increases and bonuses.
- Establish a plan for communicating payout decisions to employees.

Plan

- Communicate organizational goals and priorities.
- Establish/confirm pay pool hierarchies.
- Communicate pay pool information to employees.

Prepare

- Evaluate and fine-tune processes and business rules.
- Conduct mock pay pool with midpoint results.
- Focus on reaching shared understanding.

Key Players

- Pay Pool Performance Review Authority (PRA)
  - A senior executive or board of executives within the chain of command who provides oversight of the rating and pay pool process. Pay pool managers may be part of the PRA
- Pay pool manager
  - The individual designated to manage the pay pool and ensure consistency in performance-based payouts
- Reviewing official
  - An authority in the rating official's direct chain of command established to assess supervisors' preliminary performance ratings for consistency and adherence to standards for rating performance
- Rating official
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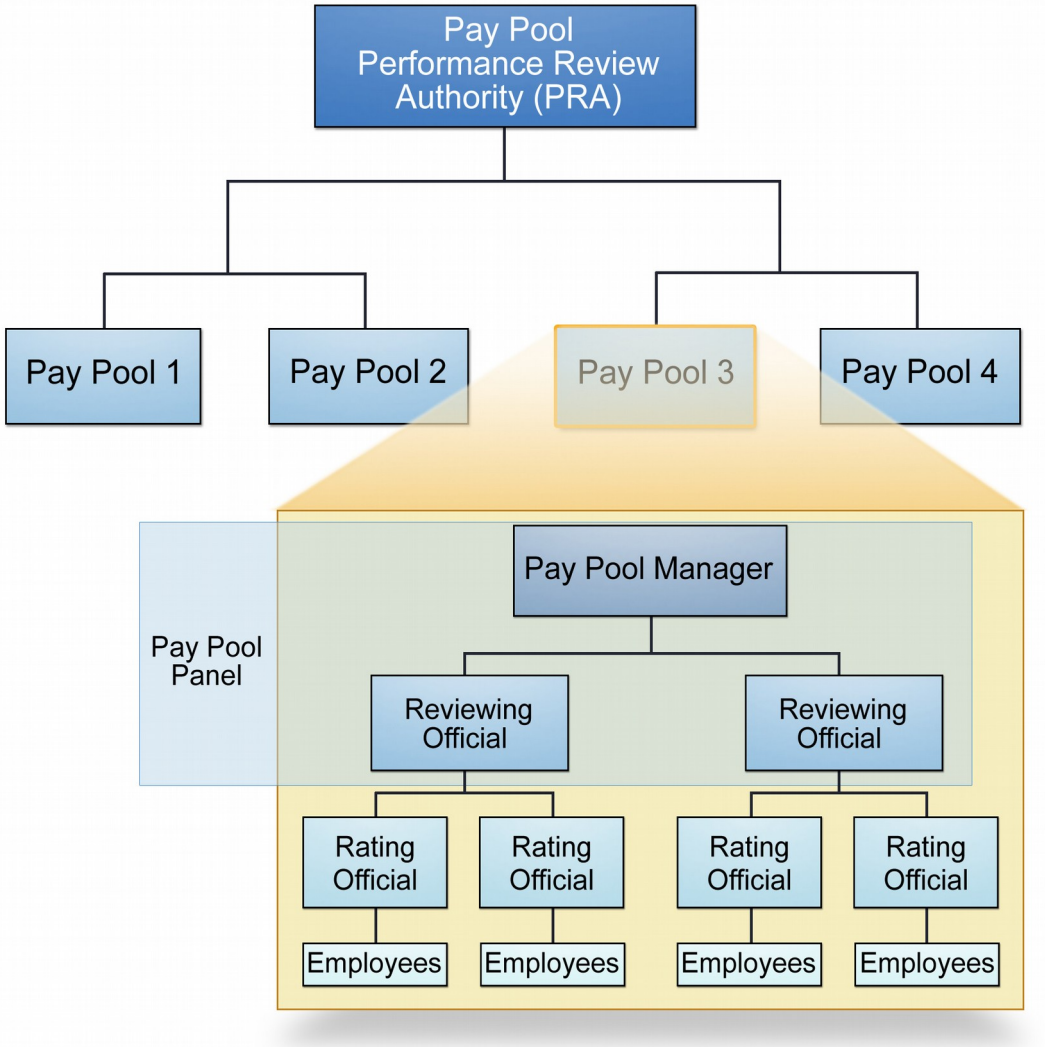
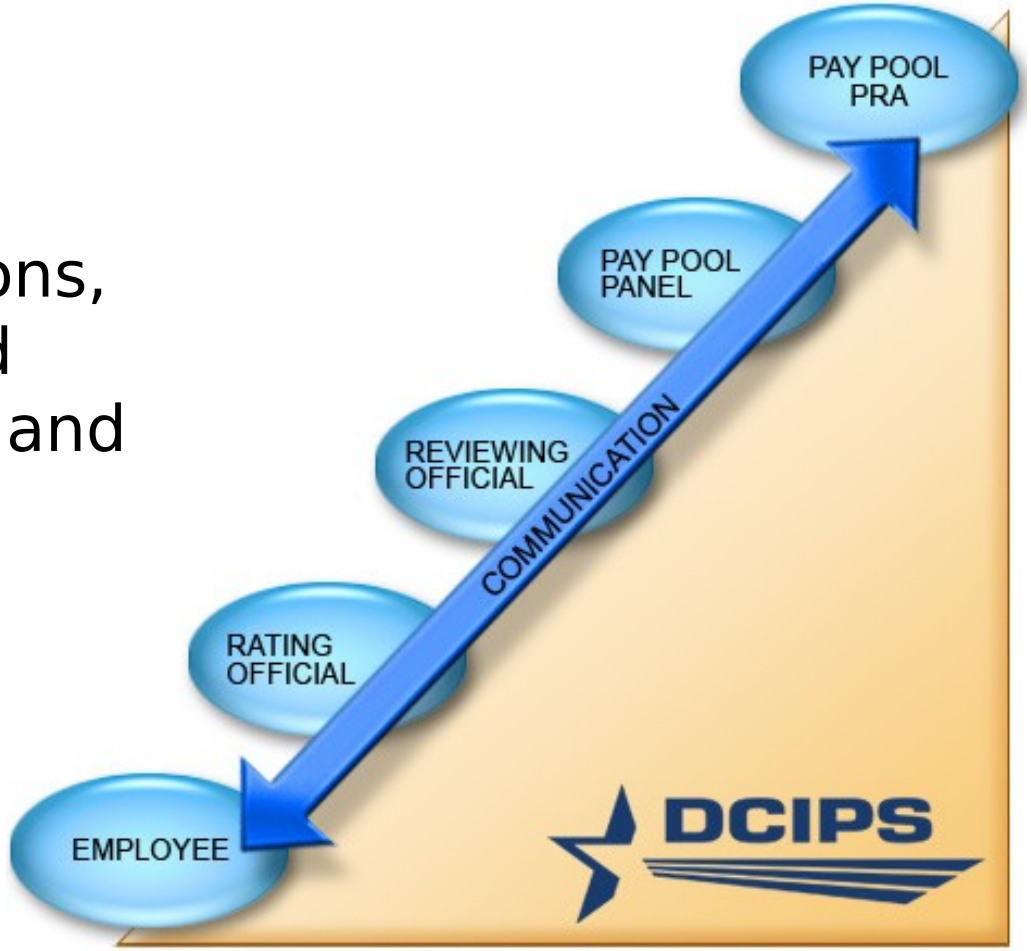
- Employees
  - A person employed in an Army DCIPS position who performs work and receives an evaluation of his or her performance

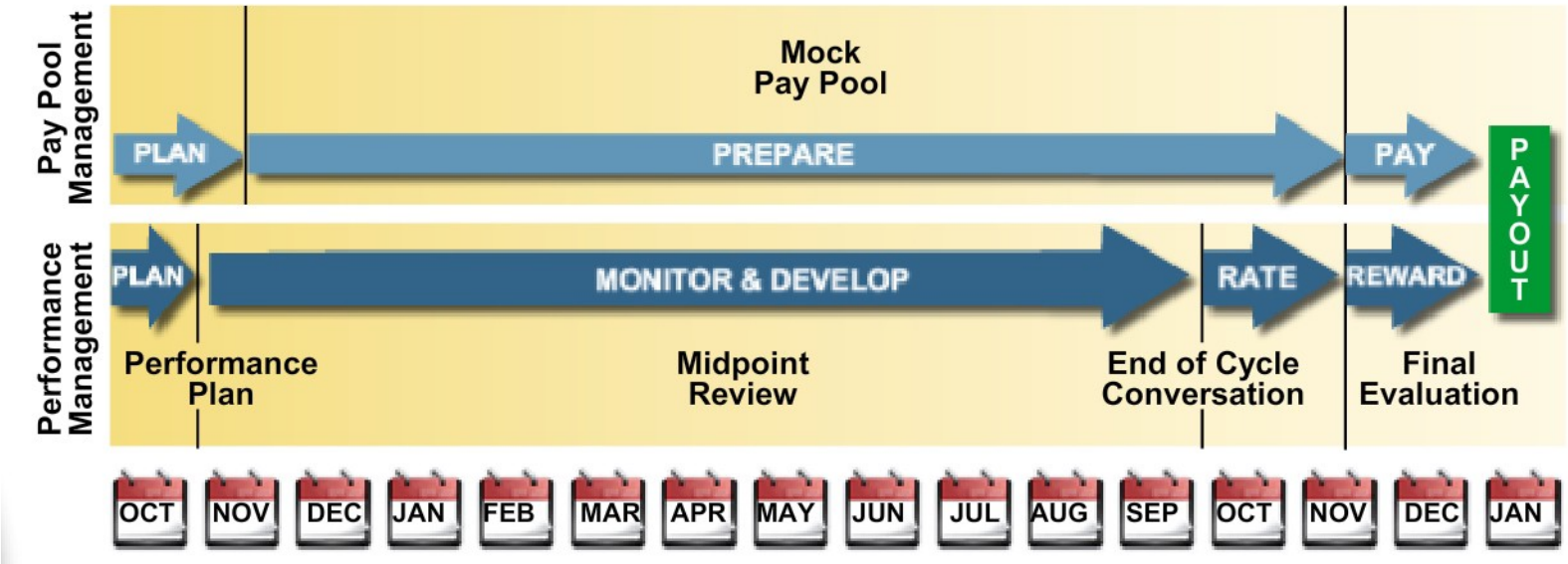


Performance Communication

Communication about organizational goals, component-wide performance expectations, and performance-based compensation flows up and down the organization.

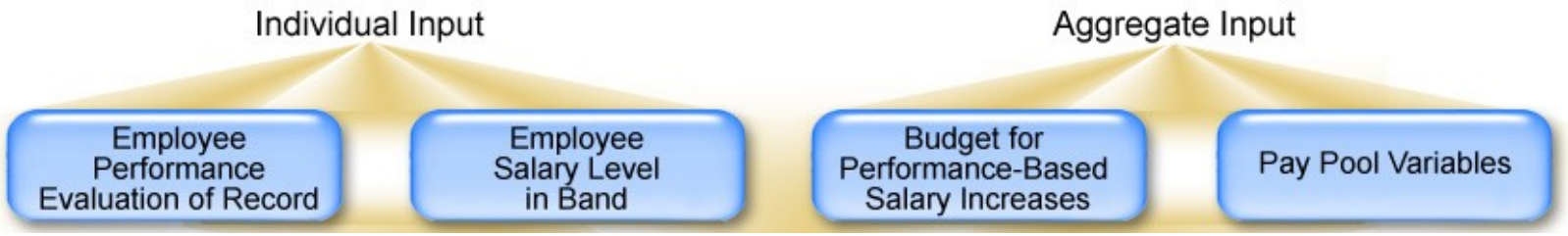


Pay Pool Timeline

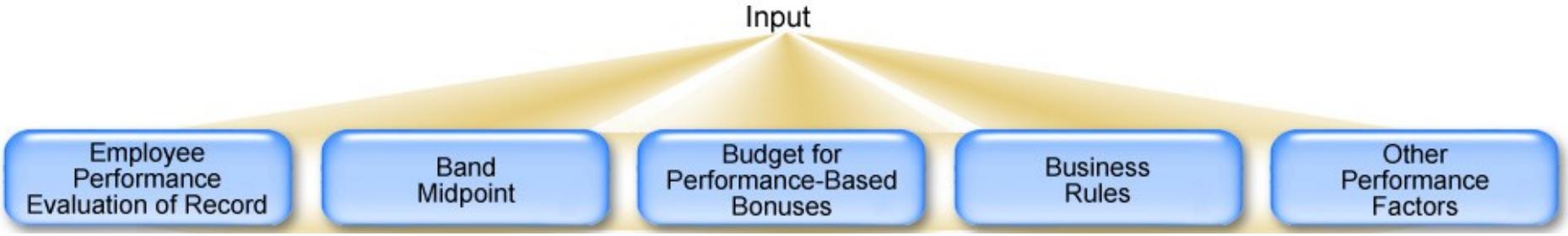


Inputs into Salary Increase and Bonus Payouts

Salary increase inputs:



Bonus inputs:



Mock Pay Pool

Prior to the mock pay pool:

- Mid-year Self-Reports of Accomplishments and performance evaluations of record must be completed and reviewed.

During the mock pay pool:

- Pay pool panels review preliminary payout recommendations based on midpoint evaluations and (1) determine whether to change any salary increases and (2) determine bonuses.
- The result is not recorded; however, it allows the panel to practice using the Compensation Work Bench and review the process.

After the mock pay pool:

- Pay pool advisors compile the lessons learned and share them with employees at the discretion of the PRA head.

Mock Pay Pool—Benefits

The mock pay pool will:

- Help identify process gaps.
- Develop an understanding and agreement on process improvements and how to implement them.
- Provide experience with the process and greater understanding of the pay pool panel's role.
- Identify training to develop behavioral and other skills to improve the pay pool process.
- Provide lessons learned for the pay pool members.
- Identify training and communication needs for employees, rating officials, and reviewing officials to develop better performance objectives, Self-Reports of Accomplishments, and assessments.

Adjustments Considerations

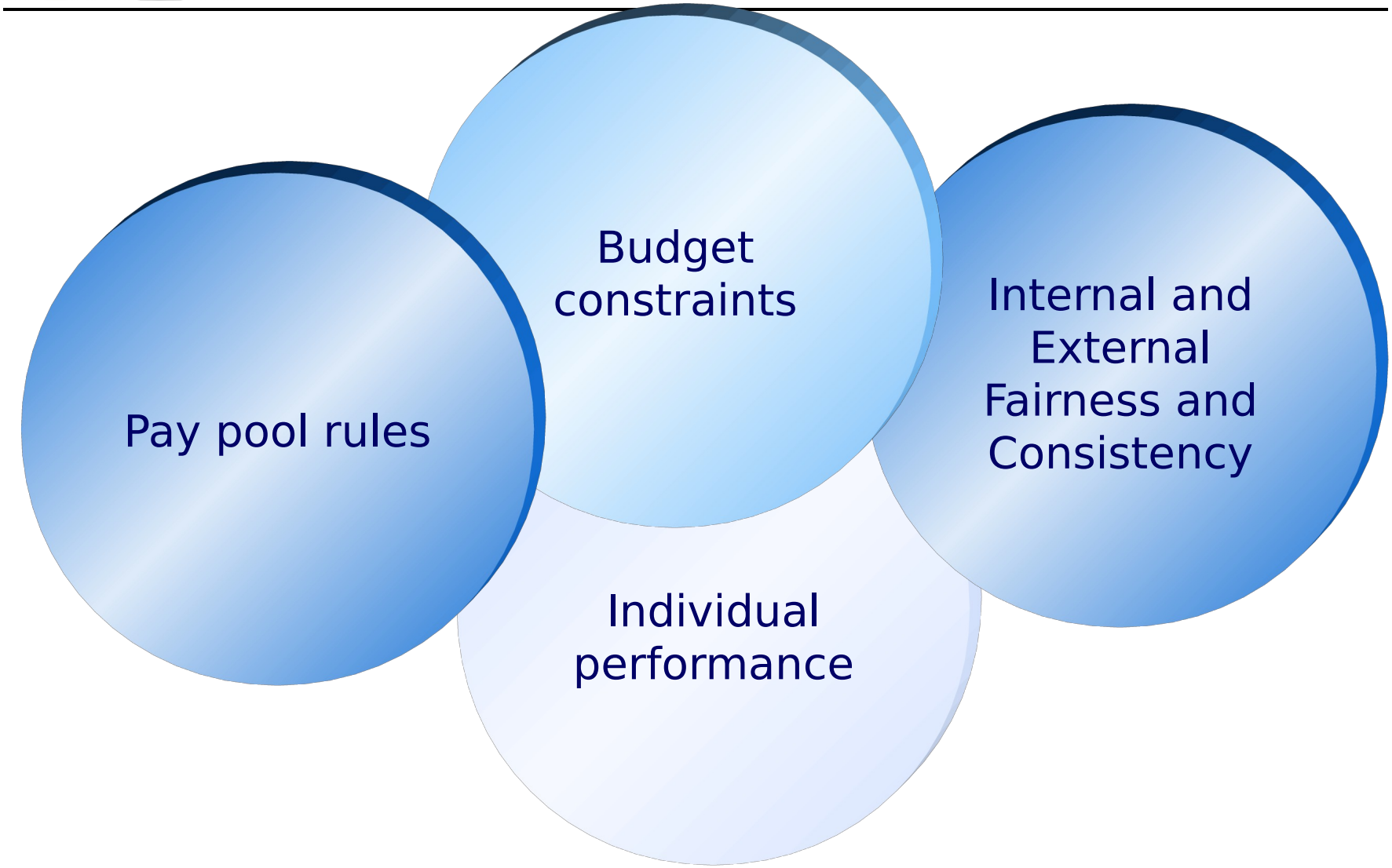
Preliminary payout recommendations may be adjusted by the pay pool manager/panel based on guidance provided by implementing volumes, Army Interim Policy and SOPs.

Potential reasons for adjustments:

- Command PRA guidance on priorities for the performance year
- Work accomplishment within the context of the band
- Special duties
- Recent salary increase or bonus/award
- Extraordinary achievement of organizational goals
- Recent promotion
- Partial year performance

Additional performance-based considerations may be determined at the Component level.

Other Considerations



Points to Remember

- Remember that performance ratings are derived through a lengthy and thoughtful process involving rating official, reviewing official, and employee.
- The algorithms produce numbers that have been carefully calibrated to produce preliminary payout recommendations.
- Adjustments to the preliminary salary increase recommendations impact salary increases for all members of the pay pool.
- Any adjustment must be documented to show it was performance-based and becomes part of the record.
- Spreadsheets are subject to review during the reconsideration process.

Pay Pool PRA Review and Authorization

- The pay pool PRA conducts a Command-wide review of the results of all pay pools for statistical oversight of the pay pool processes to assure consistency in the application of principles and criteria.
- Pay pool PRA, if the Command PRA, certifies to the Army G-2, then the Army G-2 authorizes payout determinations for implementation. No salary increase or bonus may be paid until final authorization is given.

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Questions

DCIPS Implementation Team Contact Information

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DCIPS Website Addresses

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JWICS: http://www.dami.ic.gov/site/dcips